

**FAIR PERFORMANCE APPRAISAL AND ITS EFFECTS ON
ORGANISATIONAL COMMITMENT OF LECTURERS IN UNIVERSITI
UTARA MALAYSIA**

By
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**Dissertation Submitted to
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Master in Human Resource Management**

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ABSTRACT

Organizational commitment has been an increasingly researched field of study since the past research shown the important to the organization as a whole. Despite the increase in attention given to the study of workplace commitment, there is still question on the relationship and affects of fairness and its relation to the commitment. This study tries to identify the relationship between the fairness of performance appraisal in the academic community towards the organizational commitment of the lecturers. The current research has been conducted among 316 lecturers in Universiti Utara Malaysia (UUM). A questionnaire survey based research was used to collect data and analyzed using Pearson correlation and linear regression to identify the relationship and test the hypothesis. The findings of this study indicate, that there is a significant and positive relationship between perceived fairness, such as procedural justice, informational justice and interpersonal justice in performance appraisal and organizational commitment. Distributive justice in performance appraisal was found to be not significant in affecting the organizational commitment of lecturers.

Keywords: Organizational Commitment, Performance Appraisal, Organizational Justice

ABSTRAK

Komitment dalam organisasi merupakan satu bidang kajian yang telah dikaji secara mendalam dan kajian-kajian lalu memberi keutamaan kepada bidang ini secara berterusan. Di sebalik peningkatan dalam perhatian yang diberikan kepada kajian komitmen di tempat kerja , masih terdapat persoalan dalam hubungan antara keadilan dan kaitannya dengan komitmen. Kajian ini cuba untuk mengenal pasti hubungan antara keadilan penilaian prestasi dalam komuniti akademik terhadap komitmen organisasi. Kajian ini telah dijalankan di kalangan 316 pensyarah di Universiti Utara Malaysia (UUM). Kajian ini dijalankan menggunakan tinjauan soal selidik untuk mengumpul data dan dianalisis menggunakan korelasi Pearson dan regresi linear untuk mengenal pasti hubungan dan menguji hipotesis. Hasil kajian ini menunjukkan , bahawa terdapat hubungan yang signifikan dan positif antara keadilan dan komitmen kerja, seperti keadilan prosedur , keadilan maklumat dan keadilan interpersonal. Keadilan distributif dalam penilaian prestasi didapati tidak signifikan dalam mempengaruhi komitmen organisasi pensyarah.

Kata Kunci: Komitmen Organisasi, Penilaian Prestasi , Keadilan Organisasi

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I borrow this phrase, writing a story book is simple and easy - all you have to do is sit down at a word processor and open a vein. Working on a research project is not that easy – it would never have been completed without the incredible amount of help and support I received from my supervisor, many of my colleagues, family and friends. I would like to thank, without implicating, all of you.

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List of Abbreviations

ASIS	Academic and Student Information System
CAS	College of Arts and Sciences
COB	College of Business
COLGIS	College of Law, Government and International Studies
GAIS	Graduate Academic Information System
HILs	Higher Institution of Learning
IPR	Intellectual Properties Registered
KMO	Keiser-Meyers-Oklin test
MOE	Ministry of Education
MOHE	Ministry of Higher Education
MQA	Malaysian Qualifications Agency
MyIPO	National Intellectual Property Organization
MyRA	Malaysia Research Assessment Instrument
OCQ	Organizational Commitment Questionnaire
PERSIS	Personnel Information System
ReCIS	Research and Consultation Information System
RIMC	Research and Innovation Management Center
SETARA	Sistem Penarafan Institusi Pengajian Tinggi Malaysia
SPSS	Statistical Package for Social Science
UUM	University Utara Malaysia

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter briefly explains the environment of the Malaysian Higher Education system and the importance of organizational commitment in achieving the future plans of the Ministry of Education. Following that, this chapter also highlights the problem statement of the study, the objectives, and research questions and also the definition of terms used in this study.

1.2 Background of the Study

Education, particularly tertiary education has become an important investment in achieving future developments and ensuring a sustainable economic power. Higher education in the current era is no longer a luxury but. It has become a necessity in many countries in attaining a higher standard in terms of social and economic development (Peril & Promise, 2000).

This is evident in the Malaysian context as it is strategizing to become a first world economy nation by 2020, where the tertiary education is the foundation for natural development (Morshidi Sirat, 2009). The plans, which had been incorporated to lead the changes and developments in the Higher education in the country, were done in line with the National Mission and also the 9th and 10th National Plans. These national blueprints had emphasized on economic and social transformation so that Malaysia could achieve a high-income knowledge-based economy by the year 2020.

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Appendix A: Research and Innovation Institute (RIMC), Achievements 2012 and 2013

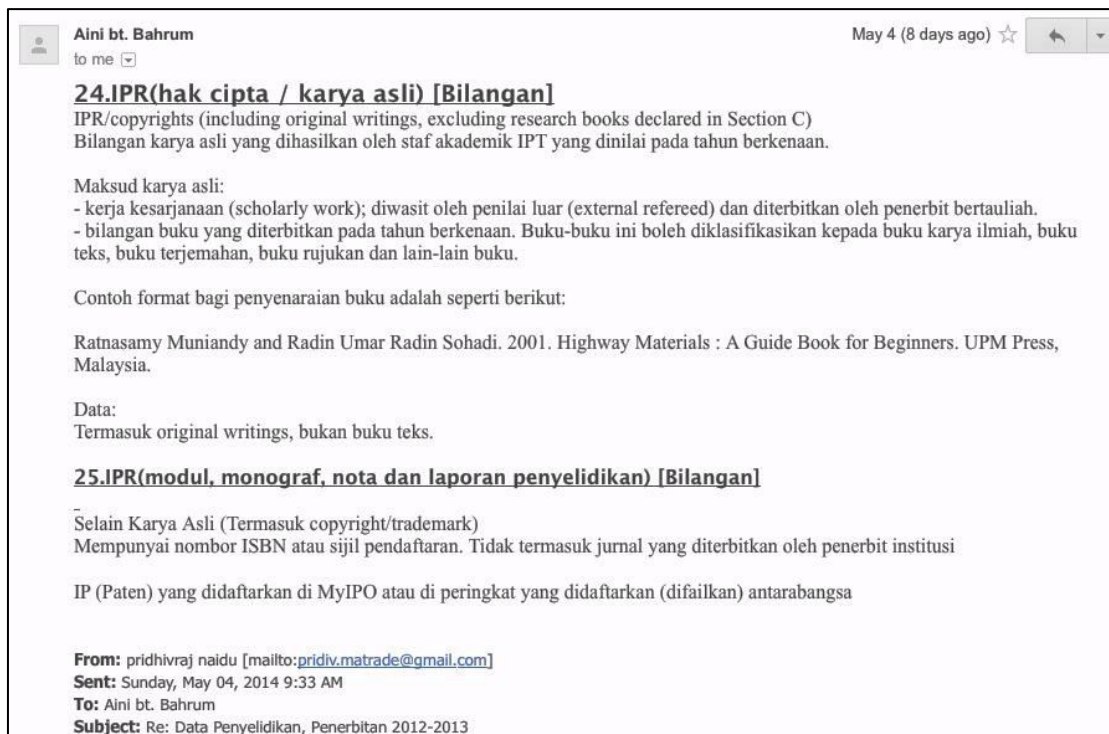
Bil	Ukuran	Nilai Ukuran	2012	2013
1	TS1C1a : Bilangan penyelidik utama (Dana Universiti) [Bilangan/Individu]	Bilangan	271	287
2	TS1C1b : Bilangan penyelidik utama (Dana Kebangsaan) [Bilangan/Individu]	Bilangan	198	450
3	TS1C1c : Bilangan penyelidik utama (Dana Antarabangsa) [Bilangan/Individu]	Bilangan	3	5
4	TS1C1d : Jumlah staf yang terlibat dalam Projek Penyelidikan/perundingan Latihan / Kursus (Kebangsaan) [Bilangan/Individu]	Bilangan	228	2,788
5	TS1C1e : Jumlah staf yang terlibat dalam Projek Penyelidikan / perundingan / latihan kursus (antarabangsa) [Bilangan / tahun]	Bilangan	66	936
6	TS1C2a : ISI Thomson/ Scopus [Bilangan/tahun]	Bilangan	253	269
7	TS1C2b : Sitasi Kumulatif Penerbitan [Bilangan/tahun]	Bilangan	705	1,082
8	TS1C2c : Kumulatif impak faktor bagi semua penerbitan di dalam citation-indexed journals (ISI) [Bilangan/tahun]	Bilangan	60.65	119
9	TS1C2d : Jumlah Bilangan Penerbitan dalam jurnal berindeks tidak bersitasi [Bilangan/tahun]	Bilangan	359	175
10	TS1C2e : Jumlah bilangan bab dalam buku [Bilangan/tahun]	Bilangan	153	23
11	TS1C2f : Penerbitan lain yang mempunyai impak terhadap kerajaan/ masyarakat/ dasar (tidak termasuk laporan tidak diterbitkan) [Bilangan/tahun]	Bilangan	473	576
12	TS1C3 : Bilangan Jurnal [Bilangan/tahun]	Bilangan	1	2
13	TS1C4 : Bilangan Projek Pemindahan Pengetahuan dan Akademik dengan kerjasama Industri/Komuniti.	Bilangan	8	175

	[Bilangan]			
14	TS1C5 : Bilangan projek pemangkin Flagship Pemindahan Pengetahuan dan Akademik yang dilaksanakan mengikut Bidang Keberhasilan Utama (KRAs) Industri dan Komuniti. [Bilangan]	Bilangan	1	243
15	TS1C6 : Bilangan Amalan Terbaik dalam Pemindahan Pengetahuan yang diterima pakai oleh Komuniti dan inovasi yang diterima oleh industri, masing-masing. [Bilangan]	Bilangan	0	5
16	TS1F1a : Dana Universiti [RM/tahun]	RM	4,539,690	1,212,286.00
17	TS1F1b : Dana Awam [RM/tahun]	RM	17,406,401	146,000.00
18	TS1F1c : Dana Swasta [RM/tahun]	RM	127,956	51,546.39
19	TS1F1d : Dana Antarabangsa [RM/tahun]	Bilangan	0	0
20	TS1F1e : Bilangan Post Doctoral (Kebangsaan) [Bilangan]	Bilangan	6	0
21	TS1F1f : Bilangan Post Doctoral (Antarabangsa) [Bilangan]	Bilangan	3	0
22	TS1F2a : Pengkomersilan produk [Bilangan]	Bilangan	0	0
23	TS1F2b : Lesen teknologi [Bilangan]	Bilangan	0	0
24	TS1F2c : IPR(hak cipta / karya asli) [Bilangan]	Bilangan	367	62
25	TS1F2d : IPR(modul, monograf, nota dan laporan penyelidikan) [Bilangan]	Bilangan	83	31
26	TS1F2e : Paten (Kebangsaan) [Bilangan]	Bilangan	0	0
27	TS1F2f : Paten (Antarabangsa) [Bilangan]	Bilangan	0	0
28	TS1F2g : Paten difailkan [Bilangan]	Bilangan	0	0
29	TS1F2h : Jumlah kumulatif penajaan pendapatan daripada pengkomersilan produk R&D IPT sehingga 31 Disember tahun sebelum (preceding year)-Harta Intelek (IP) [Jumlah]	Bilangan	3,048,500	3,398,500.00
30	TS1F2i : Jumlah kumulatif penajaan pendapatan daripada pengkomersilan produk R&D IPT sehingga 31 Disember tahun sebelum (preceding year)-Perkhidmatan [Jumlah]	Bilangan	0	0
31	TS1P1 : Peratusan penggunaan dana penyelidikan [Peratus/tahun]	Bilangan	77.50%	80.64%

Email 1: Permission to use data from Research and Innovation Management Center



Email 2: Details on IPR – Intellectual Property Registration

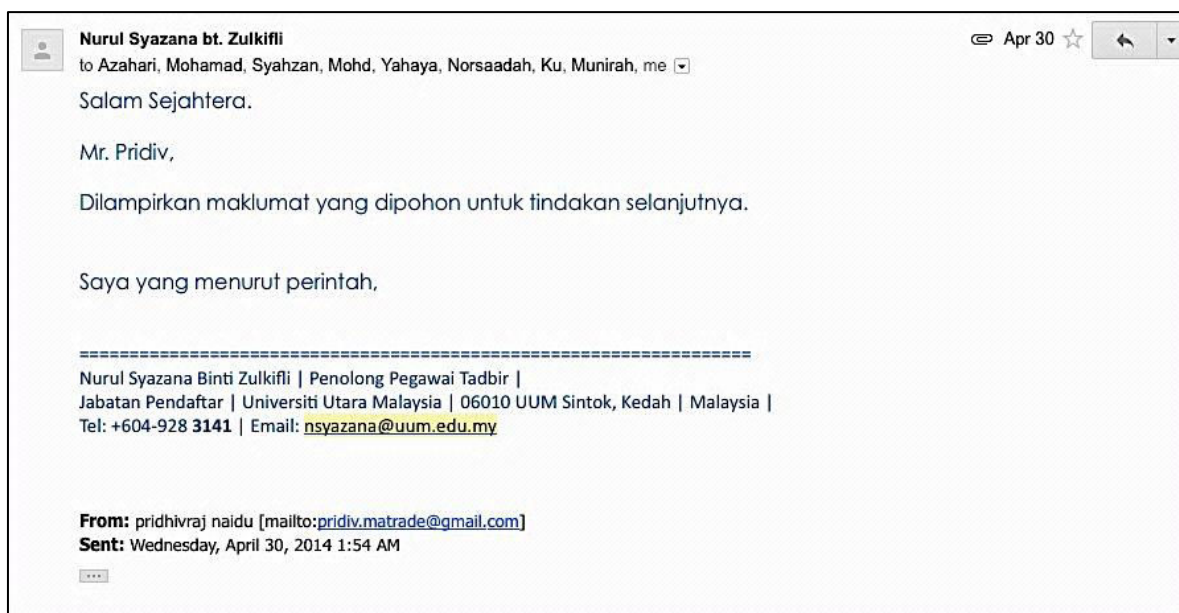


Appendix B: Population (UUM Registrars Department, 2014)

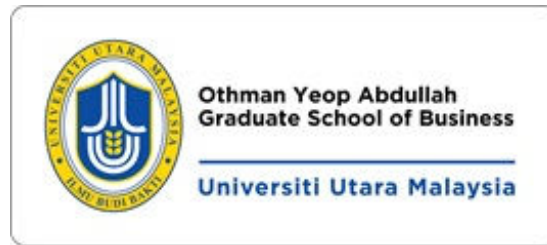
JABATAN	PUSAT PENGAJIAN	JUMLAH
Akademi Golf Nasional UUM	Pusat Pengajian Pembangunan Sosial	1
Awang Had Salleh Graduate School of Arts and Sciences	Pusat Pengajian Pengkomputeran	1
Othman Yeop Abdullah Graduate School of Business	Othman Yeop Abdullah Graduate School of Business	30
Pusat Bahasa	Pusat Bahasa	2
UUM College of Arts and Sciences	Pengajian Umum	26
	Pusat Pengajian Pembangunan Sosial	39
	Pusat Pengajian Pendidikan dan Bahasa Moden	118
	Pusat Pengajian Pengkomputeran	101
	Pusat Pengajian Sains Kuantitatif	82
	Pusat Pengajian Teknologi Multimedia dan Komunikasi	59
	UUM Kampus Kuala Lumpur (UUMKL)	1
UUM College of Business	Othman Yeop Abdullah Graduate School of Business	3
	Pusat Pengajian Ekonomi, Kewangan dan Perbankan	137
	Pusat Pengajian Pengurusan Perniagaan	131
	Pusat Pengajian Pengurusan Teknologi dan Logistik	66
	Pusat Pengajian Perakaunan	126
	Pusat Pengajian Perniagaan Islam	50
	(blank)	1
UUM College of Law, Government and International Studies	Pusat Pengajian Antarabangsa	64

	Pusat Pengajian Kerajaan	73
	Pusat Pengajian Pengurusan Pelancongan, Hospitaliti & Alam Sekitar	37
	Pusat Pengajian Undang-undang	50
JUMLAH		1198

Email 3: Permission to use Data from the Registrars Department of UUM



Appendix C: Questionnaire



SURVEY QUESTIONNAIRE:

FAIR PERFORMANCE APPRAISAL AND ITS EFFECTS ON ORGANISATIONAL COMMITMENT OF LECTURERS IN UNIVERSITI UTARA MALAYSIA

Dear Sir/Madam/Dr./Prof.,

This survey seeks to explore the perception of lecturers towards the fairness of the performance appraisal done in UUM, and its effects on the organizational commitment of the lecturers. The information obtained from this survey are very important for the researcher to meet the objective of the research in fulfilling the requirement for Master Degree in Human Resources Management at Universiti Utara Malaysia. This survey is meant for lecturers in service at Universiti Utara Malaysia only.

This survey questionnaire consists of three sections as follows:

Section A: Respondents Profile

Section B: Perception of Fair Performance appraisal

Section C: Organizational Commitment

Kindly answer all the questions. This questionnaire will take about 5 to 10 minutes to complete. All information will be treated with strict confidence and your responses will only be analyzed in aggregate forms.

Your kind participation in this study is highly valued and appreciated. Should you have any enquiries regarding this study, please do not hesitate to contact Pridhivraj Naidu at pridiv.matrade@gmail.com or 014-3900423.

Yours Sincerely;
Pridhivraj Naidu
Postgraduate Student,
Othman Yeop Abdullah GSB,
Universiti Utara Malaysia.

Supervised By;
Prof Madya Dr. Mohmad Yazam Bin Sharif
Lecturer,
UUM Collage of Business
Universiti Utara Malaysia.

Section A: Respondents Profile

The following questions refer to the demographic profile of the respondents. Please provide the appropriate information by placing a (√) in the bracket provided to represent your answer.

1. Gender:

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

2. Age:

Less than 35 years old	<input type="checkbox"/>
36 - 45 years old	<input type="checkbox"/>
46 - 50 years old	<input type="checkbox"/>
51 and above	<input type="checkbox"/>

3. Department/School: _____

4. Years of Service in UUM:

Less than 5 years	<input type="checkbox"/>
6 - 15 years	<input type="checkbox"/>
16 - 30 years	<input type="checkbox"/>
31 and above	<input type="checkbox"/>

Section B: Fair Performance Appraisal – Employee Perceptions

Please indicate your degree of strength agreement/disagreement on the following statements

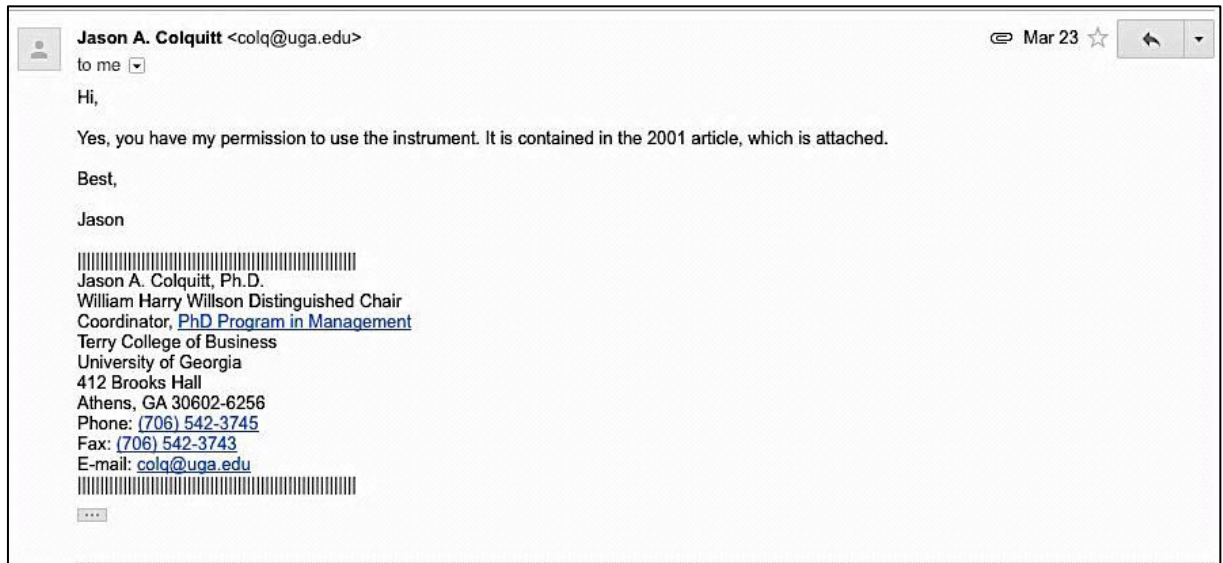
Num:	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Procedural Justice						
i.	I have been able to express my views and feelings during the appraisal	1	2	3	4	5
ii.	I had influence over the outcomes received from the performance appraisal	1	2	3	4	5
iii.	I think the methods are consistent	1	2	3	4	5
iv.	I feel the appraisal are not biased	1	2	3	4	5
v.	The appraisal are done based on accurate information's	1	2	3	4	5
vi.	I can appeal for the results from the appraisal	1	2	3	4	5
vii.	The appraisal upholds ethics and moral values	1	2	3	4	5
2. Distributive Justice						
i.	I receive reward based on my efforts	1	2	3	4	5
ii.	The rewards is appropriate for the work I have done	1	2	3	4	5
iii.	My reward shows my contribution to the organization	1	2	3	4	5
iv.	My reward is backed by my performance	1	2	3	4	5
3. Interpersonal Justice						
i.	My superior treated me in a polite manner	1	2	3	4	5
ii.	My superior treated me with dignity	1	2	3	4	5
iii.	My superior treated me with respect	1	2	3	4	5
iv.	My superior refrained from improper remarks or comments	1	2	3	4	5
4. Informational Justice						
i.	My superior is candid in communication with me	1	2	3	4	5
ii.	My superior explain the appraisal procedures thoroughly	1	2	3	4	5
iii.	His/her explanation regarding the procedures were clear	1	2	3	4	5
iv.	The appraisal details was communicated in a timely manner	1	2	3	4	5
v.	The superiors communications were specific to my questions	1	2	3	4	5

Section C: Organizational Commitment

Please indicate your degree of strength agreement/disagreement on the following statements.

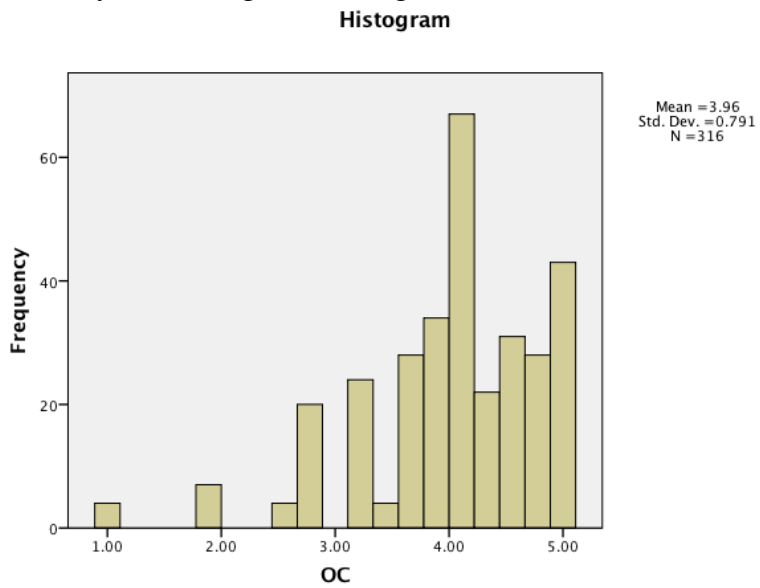
Num:	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
i.	I'm willing to put in extra effort to help the university to be successful	1	2	3	4	5
ii.	I praise my university as a great organization to work for	1	2	3	4	5
iii.	I would accept any work assignment in order to keep working for this organization	1	2	3	4	5
iv.	My values and the universities values are the same	1	2	3	4	5
v.	I am proud to tell others that I am a part of this university	1	2	3	4	5
vi.	This university inspires the very best in me in terms of my job performance	1	2	3	4	5
vii.	I am extremely happy that I had chosen this university over other universities in Malaysia	1	2	3	4	5
viii.	I really care about the fate of this university	1	2	3	4	5
ix.	For me, this is the best employer among all universities in Malaysia	1	2	3	4	5

Email 4: Permission to use Organizational Justice Instrument (Colquitt, 2001)

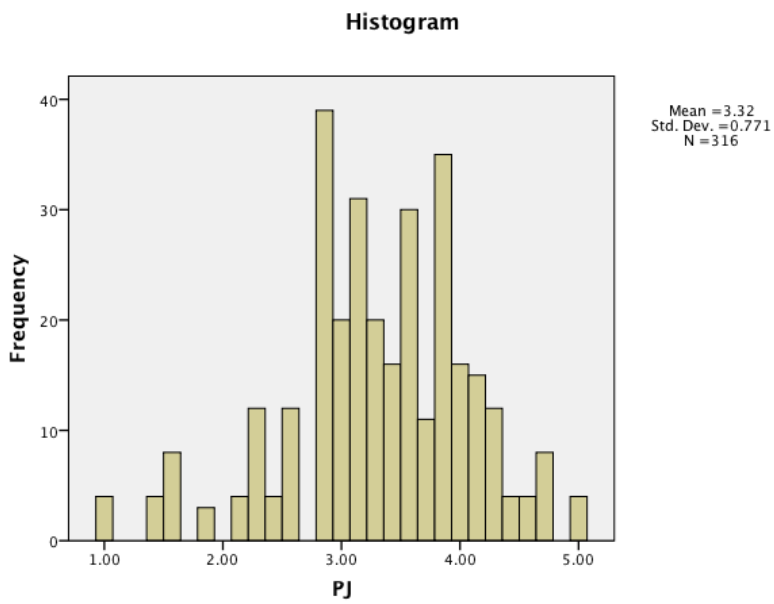


Appendix D: Normality Test

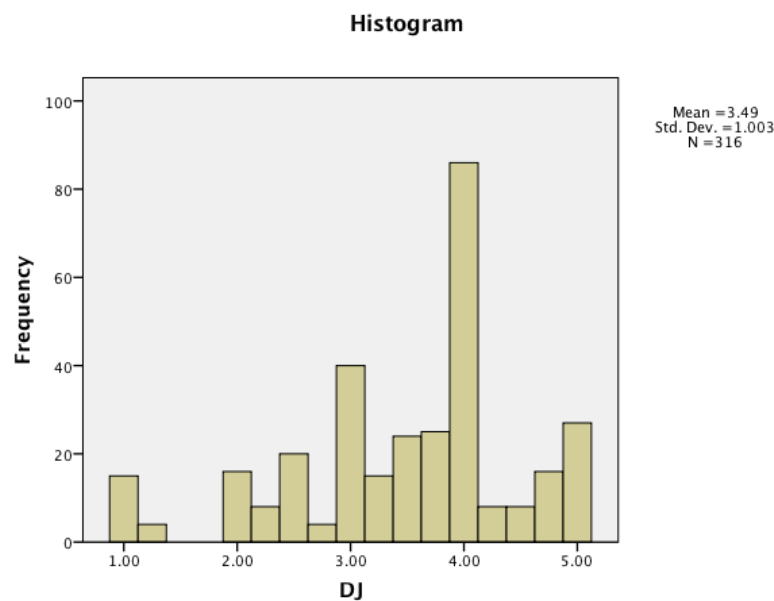
Normality test Histogram for Organizational Commitment



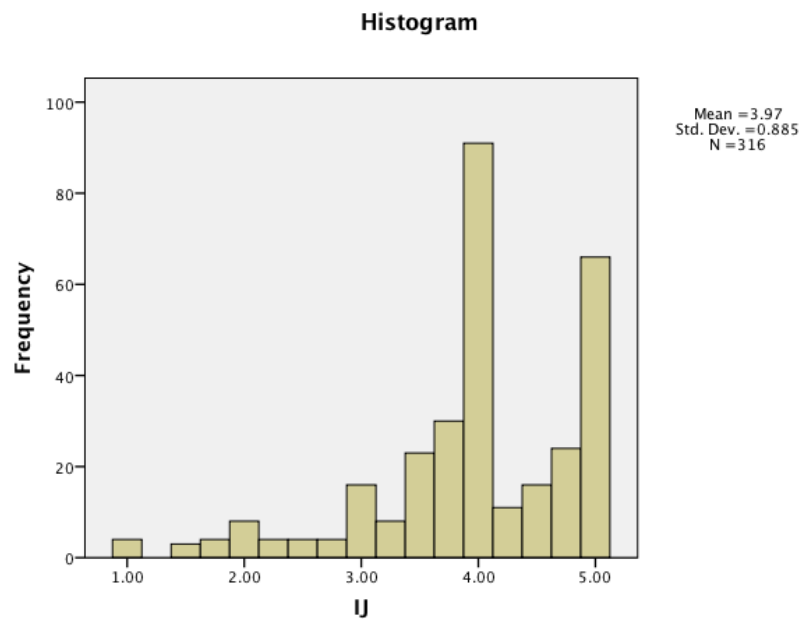
Normality test Histogram for Procedural Justice



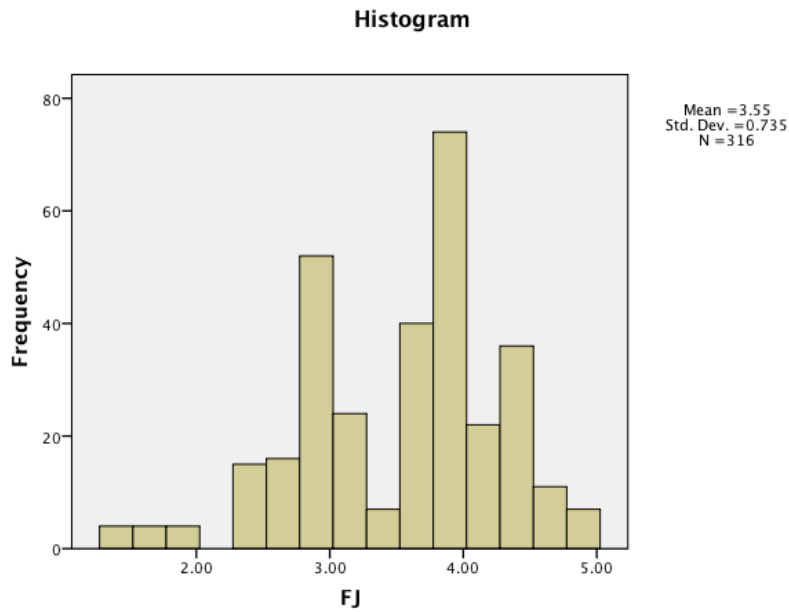
Normality test Histogram for Distributive Justice



Normality test Histogram for Interpersonal Justice



Normality test Histogram for Informational Justice



Appendix E: Pilot Study Results

Organizational Commitment

Reliability Statistics

Cronbach's Alpha	N of Items
.967	9

Procedural Justice

Reliability Statistics

Cronbach's Alpha	N of Items
.769	7

Distributive justice

Reliability Statistics

Cronbach's Alpha	N of Items
.947	4

Interpersonal Justice

Reliability Statistics

Cronbach's Alpha	N of Items
.948	4

Informational Justice

Reliability Statistics

Cronbach's Alpha	N of Items
.933	5

Appendix F: Reliability test for Actual Study

Organizational Commitment

Reliability Statistics

Cronbach's Alpha	N of Items
.940	9

Procedural Justice

Reliability Statistics

Cronbach's Alpha	N of Items
.850	7

Distributive justice

Reliability Statistics

Cronbach's Alpha	N of Items
.944	4

Interpersonal Justice

Reliability Statistics

Cronbach's Alpha	N of Items
.925	4

Informational Justice

Reliability Statistics

Cronbach's Alpha	N of Items
.733	5

Appendix G: Factor Analysis Organizational Commitment

I. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Variance	Cumulative %	Total	% Variance	Cumulative %
1	6.179	68.654	68.654	6.179	68.654	68.654
2	.847	9.412	78.066			
3	.533	5.923	83.989			
4	.412	4.578	88.567			
5	.330	3.663	92.230			
6	.251	2.789	95.019			
7	.185	2.054	97.073			
8	.158	1.754	98.826			
9	.106	1.174	100.000			

II. Component Matrix^a

	Component
	1
OC1	.804
OC2	.822
OC3	.814
OC4	.876
OC5	.881
OC6	.798
OC7	.836
OC8	.885
OC9	.730

Procedural Justice

I. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Variance	Cumulative %	Total	% Variance	Cumulative %
1	3.791	54.154	54.154	3.791	54.154	54.154
2	.996	14.232	68.386			
3	.798	11.405	79.791			
4	.437	6.250	86.041			
5	.392	5.601	91.642			
6	.333	4.756	96.398			
7	.252	3.602	100.000			

II. Component Matrix^a

	Component 1
PJ1	.745
PJ2	.605
PJ3	.640
PJ4	.847
PJ5	.818
PJ6	.706
PJ7	.758

Distributive Justice

I. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Variance	Cumulative %	Total	% Variance	Cumulative %
1	3.423	85.575	85.575	3.423	85.575	85.575
2	.254	6.339	91.914			
3	.190	4.754	96.667			
4	.133	3.333	100.000			

II. Component Matrix^a

	Component
	1
DJ1	.916
DJ2	.919
DJ3	.934
DJ4	.930

Interpersonal Justice

I. Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% Variance	Cumulative %	Total	% Variance	Cumulative %
1	3.328	83.193	83.193	3.328	83.193	83.193
2	.519	12.963	96.156			
3	.096	2.397	98.553			
4	.058	1.447	100.000			

II. Component Matrix^a

	Component
	1
IJ1	.948
IJ2	.963
IJ3	.965
IJ4	.756

Informational Justice

I. Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% Variance	Cumulative %	Total	% Variance	Cumulative %
1	2.999	59.983	59.983	2.999	59.983	59.983
2	.112	20.248	80.231			

3	.564	11.274	91.505			
4	.278	5.556	97.061			
5	.147	2.939	100.000			

II. Component Matrix^a

	Component 1
FJ1	.735
FJ2	.996
FJ3	.924
FJ4	.877
FJ5	.914

Appendix H: Pearson Correlation

Correlations

		PJ	DJ	IJ	FJ	OC	IV
PJ	Pearson Correlation	1	.428**	.542**	.527**	.434**	.826**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	316	316	316	316	316	316
DJ	Pearson Correlation	.428**	1	.466**	.445**	.298**	.724**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	316	316	316	316	316	316
IJ	Pearson Correlation	.542**	.466**	1	.710**	.525**	.824**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	316	316	316	316	316	316
FJ	Pearson Correlation	.527**	.445**	.710**	1	.628**	.815**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	316	316	316	316	316	316
OC	Pearson Correlation	.434**	.298**	.525**	.628**	1	.581**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	316	316	316	316	316	316
IV	Pearson Correlation	.826**	.724**	.824**	.815**	.581**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	316	316	316	316	316	316

** . Correlation is significant at the 0.01 level (2-tailed).

Appendix I: Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.645 ^a	.416	.409	.60791

a. Predictors: (Constant), FJ, DJ, PJ, IJ

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82.001	4	20.500	55.474	.000 ^a
	Residual	114.930	311	.370		
	Total	196.931	315			

a. Predictors: (Constant), FJ, DJ, PJ, IJ

b. Dependent Variable: OC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.323	.188		7.030	.000
	PJ	.125	.056	.122	2.247	.025
	DJ	-.024	.040	-.030	-.599	.550
	IJ	.115	.058	.129	1.978	.049
	FJ	.522	.069	.486	7.595	.000

a. Dependent Variable: OC

Appendix J: Cost of living table based on Expatistan.com analysis

